Creating Naval Leaders
for the Future:
Naval Leadership Development and
Safety Training Continuum

Presented by
Center for Naval Leadership

CNL Role

Tasking:
- CNL will compare STC objectives and concepts with leadership competencies to determine if there are gaps or disconnects
- CNL will provide a brief overview of how ORM is facilitated to Navy Leaders in current and future courses

Road Map:
- Compare STC objectives and concepts to Leadership JA data to determine applicability of elements and alignment of continuums
- Compare STC objectives and concepts to Leadership courses to determine where facilitation occurs and how

Product:
- Brief on how ORM is facilitated to Leaders in current and future courses
- Mapping of CNL competencies to STC objective and

CNL- STC Alignment

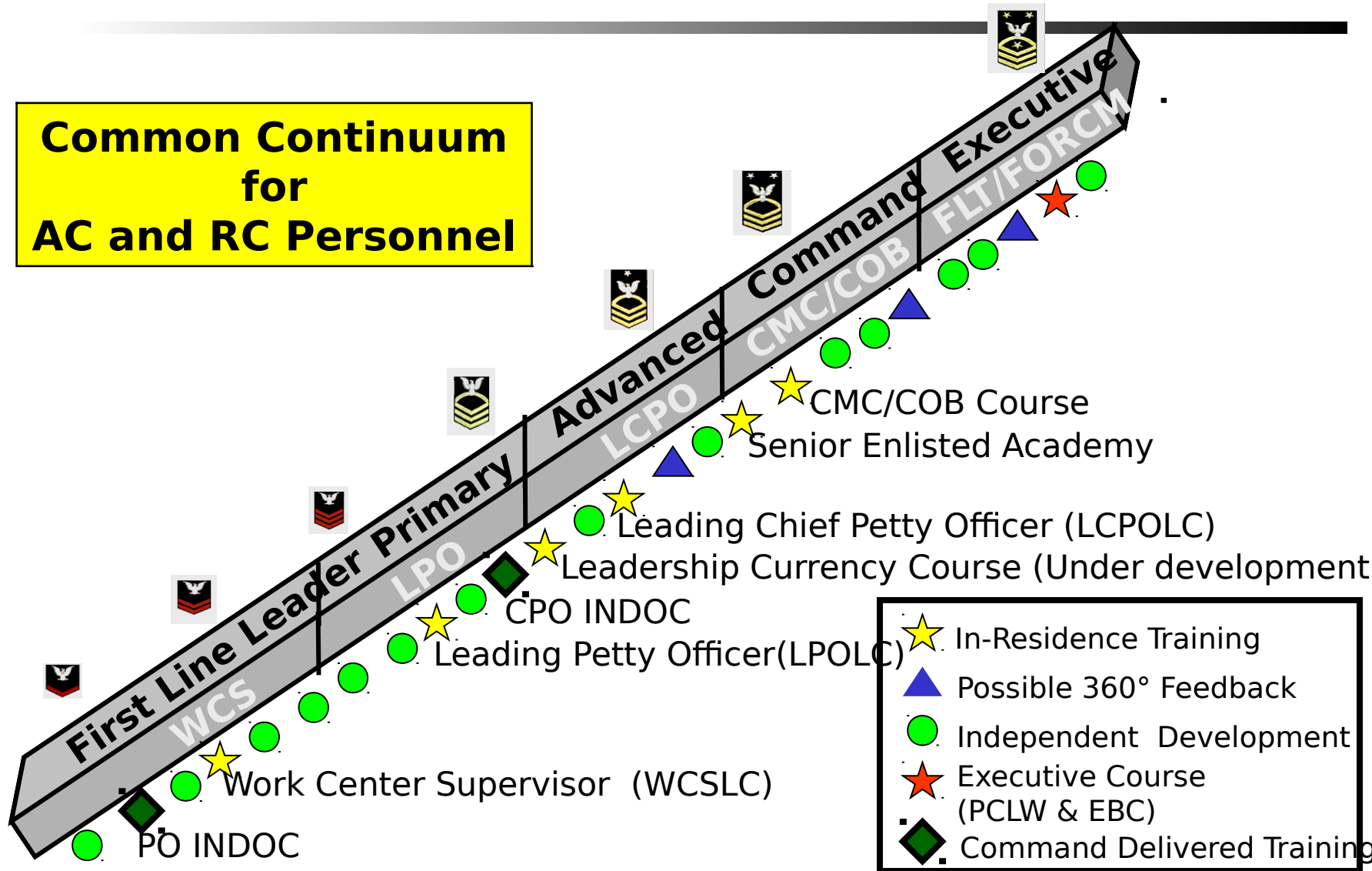- **Benefit**: Reinforces culture of safety awareness and application

  CNL provides:

  – Supporting role based on regulations and procedures

    • Share information of policies to develop relevant scenario based training

  – Curriculum based on continuum hierarchy

    • Provide relevant leadership awareness to Safety based on CNL Continuum hierarchy development of content

    • More knowledge at lower levels of curriculum

    • More awareness and importance to adhere to implemented Safety policies and regulations at higher levels of curriculum

Enlisted Leadership Development Continuum

Common Continuum for AC and RC Personnel

Executive

Command

FLT/FORCM

CMC/COB

Advanced

LCPO

First Line Leader Primary

LPO

WCS

CMC/COB Course

Senior Enlisted Academy

Leading Chief Petty Officer (LCPOLC)

Leadership Currency Course (Under development)

CPO INDOC

Leading Petty Officer(LPOLC)

Work Center Supervisor (WCSLC)

PO INDOC

Legend

⭐ In-Residence Training

🔺 Possible 360° Feedback

🟢 Independent Development

⭐ Executive Course (PCLW & EBC)

◆ Command Delivered Training

Naval Leadership Competencies

Leading Change
- Creativity & Innovation
- External Awareness
- Flexibility
- Service Motivation
- Strategic Thinking
- Vision

Resource Stewardship
- Financial Management
- Leveraging Technology
- Human Resource Management

Accomplishing Mission
- Responsibility, Authority & Accountability
- Decisiveness/Risk Management
- Continuous Improvement
- Problem Solving
- Technical Credibility

Leading People
- Developing People
- Conflict Management
- Leveraging Diversity
- Professionalism
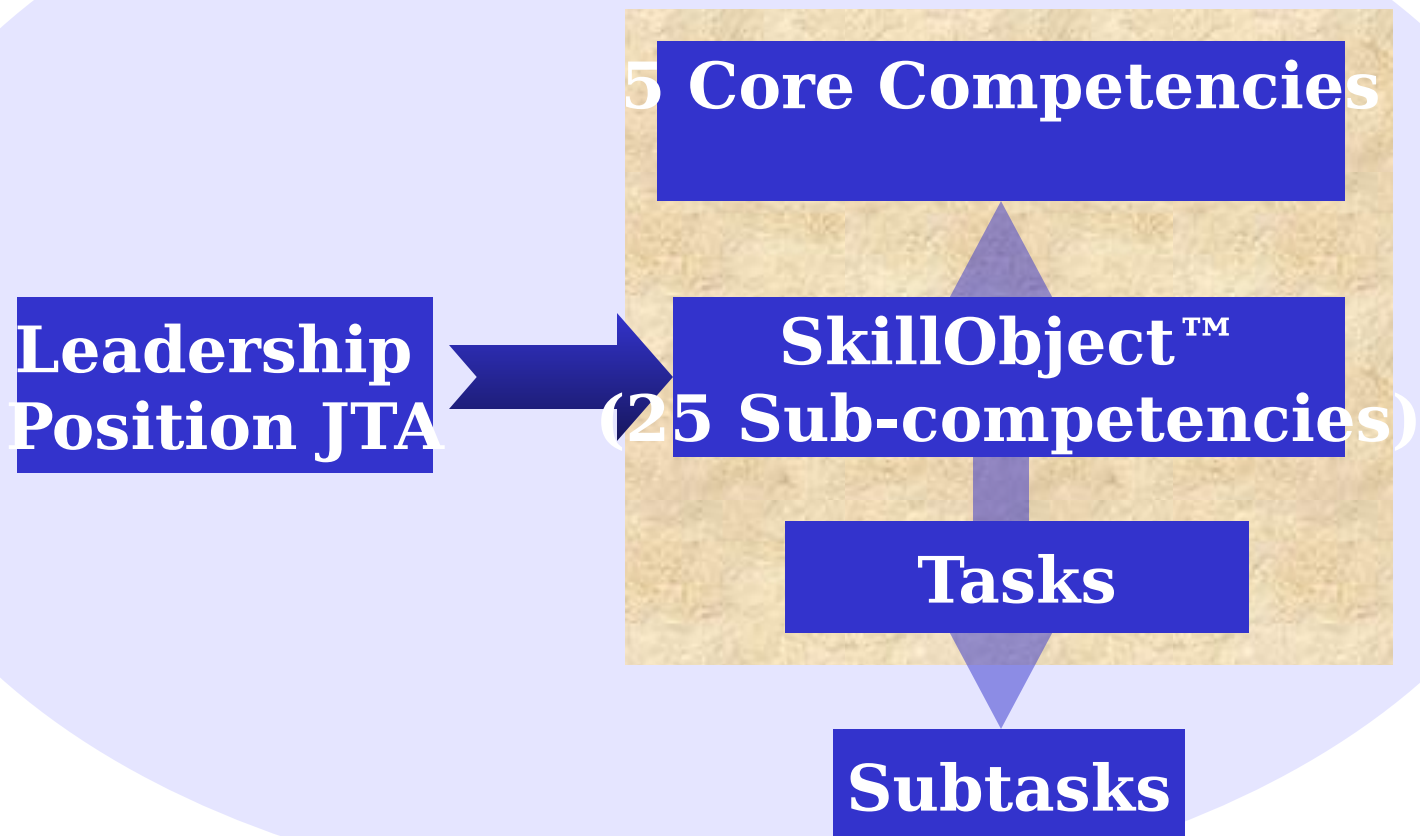- Team Building
- Combat/Crisis Leadership

Working with People
- Influencing/Negotiating
- Oral Communication
- Partnering
- Political Awareness
- Written Communication

NLCM Architecture

Naval Leadership Competency Model

5 Core Competencies

Leadership Position JTA → **SkillObject™ (25 Sub-competencies)**

Tasks

Subtasks

Foundational Leader (E1-E3)

Task: Communicate risk to supervisor

      Subtask: Identify risk

      Subtask: Document risk assessment

Task: Exercise Operational Risk Management (ORM)

      Subtask: Identify risk

      Subtask: Apply risk management principles to specific function

Task: Identify risk associated with decisions or actions

      Subtask: Analyze risk

      Subtask: Perform risk assessment

      Subtask: Identify roles and responsibilities

First Line Leader (WCS)

Task: Implement approved solutions

 Subtask: Make sound decisions

 Subtask: Assess risk associated with decisions or actions

Task: Propose solutions to solve problems

 Subtask: Identify the problem

 Subtask: Assess risk associated with decisions or actions

 Subtask: Identify decision making authority

 Subtask: Make sound decisions

Task: Conduct training on Operational Risk Management (ORM)

Subtask: Develop Operational Risk Management (ORM) training plan

Subtask: Determine Operational Risk Management (ORM) training needs

Task: Initiate actions that involve deliberate risk to achieve a recognized benefit or advantage

Subtask: Develop plan of action

Subtask: Implement plan of action

Task: Make decisions taking risks and benefits into consideration

Subtask: Consider impact of decisions

Subtask: Incorporate L/L from previous evolutions to reduce risk

Subtask: Develop alternative courses of action

Advanced Leader (LCPO)

Task: Assess risk associated with decisions

Subtask: Formulate risk management and risk mitigation plans

Subtask: Analyze current data

Task: Communicate go no-go criteria to personnel

Subtask: Determine appropriate level of approval for operation

Subtask: Communicate acceptable risk

Task: Establish environment that encourages calculated risk taking

Subtask: Communicate acceptable risk

Subtask: Formulate risk management and risk mitigation plans

Command Leader (CMC/SEA)

Task: Assess risk associated with decisions or actions

    Subtask: Apply risk management and decision making strategies

    Subtask: Utilize resources when assessing risk associated with

      decisions or actions

    Subtask: Identify risks associated with decisions or actions

Task: Consider impact when making organizational decisions/changes

    Subtask: Collect information to make informed decisions

    Subtask: Encourage participation in decision-making process

Executive Leader (CNO/FLT/FORCE)

Task: Assess risk associated with decisions or actions

    Subtask: Apply risk management and decision making strategies

    Subtask: Utilize resources when assessing risk associated with

    decisions or actions

    Subtask: Identify risks associated with decisions or actions

    Subtask: Present comprehensive views of complex issues

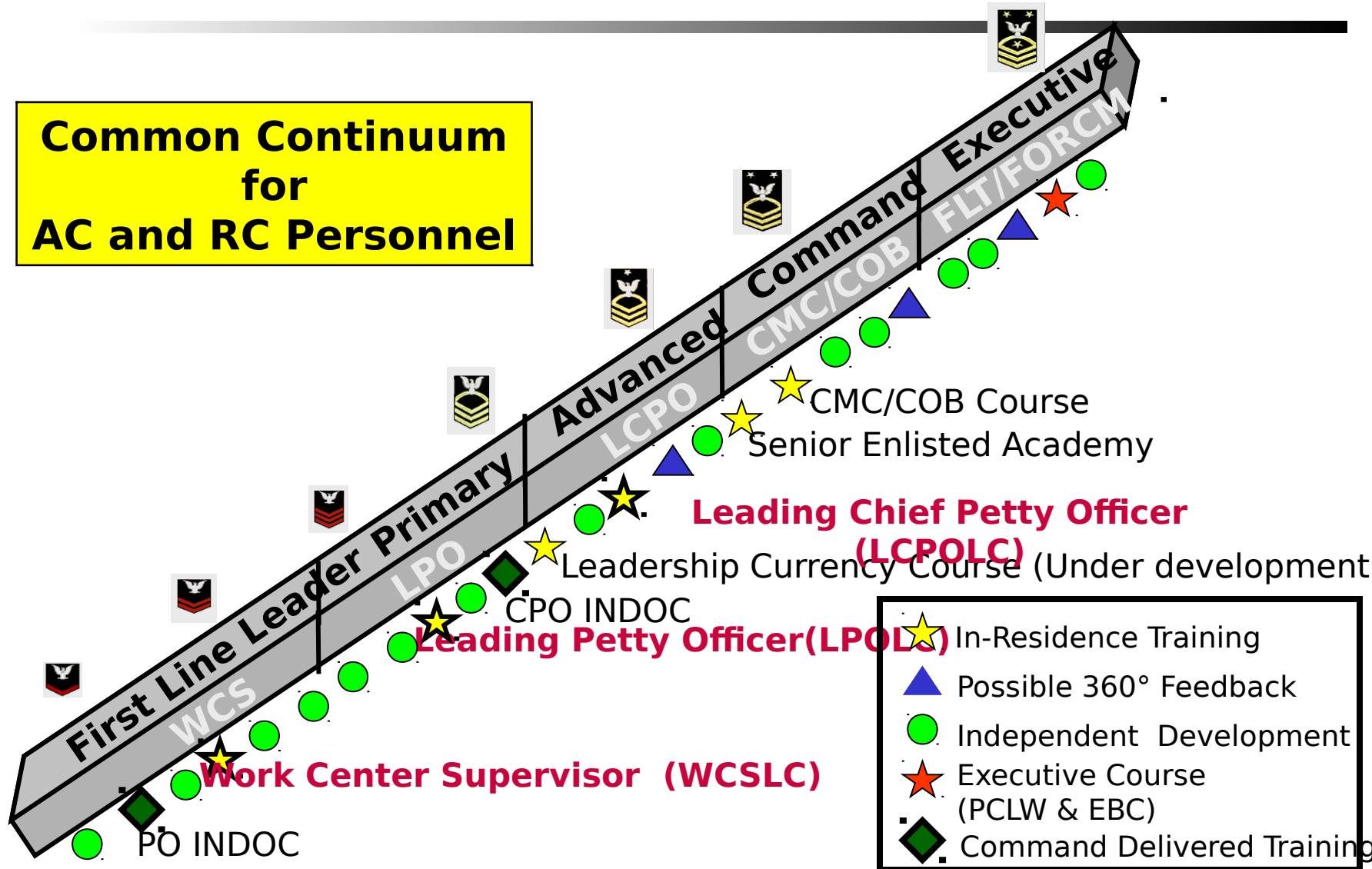Task: Consider impact when making organizational decisions/changes

    Subtask: Collect information to make informed decisions

    Subtask: Encourage participation in decision-making

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Legend

Symbol	Description
★ (yellow)	In-Residence Training
▲ (blue)	Possible 360° Feedback
● (green)	Independent Development
★ (orange)	Executive Course (PCLW & EBC)
◆ (green diamond)	Command Delivered Training

WCS Leadership Course

- WCSLC Student Guide: Outline Sheet 4-3 Risk-Assessment Matrix For Use In Operational Risk Management

  - Review of the ORM process
    - Mishap Probability Subcategories
    - Risk Assessment Codes
  - Scenario based Safety Awareness
    - Day 2 exercise of multi-tasking subordinates in close quarter daily work routines (Influencing & Negotiating) - Awareness
    - Day 4 exercise of man overboard (Planning) - Awareness

LPO Leadership Course

- LPOLC Awareness of Safety when directing daily activities

  - Day 4 Exercise Ensuring only qualified personnel carry out assigned activities that need awareness to safety to equipment and personnel (Planning) - Awareness
    - Computer software installation
    - HAZMAT fork truck qualification for HAZMAT movement
    - CPR Instructor Qualifications current for Training

LCPO Leadership Course

- LCPOLC Awareness of Safety when directing daily activities

    - Day 4 Discussion (Risk Management) – Awareness
        - Leadership management of risk in making decisions
            - Promote open lines of communication
            - Risk management and mitigation planning
            - Communicating acceptable risks

    - Day 4 Exercise (Process Improvement) - Awareness
        - Process Improvement to PFA Program
            - Identify need for change
            - Analyze changes and feedback to determine course of action
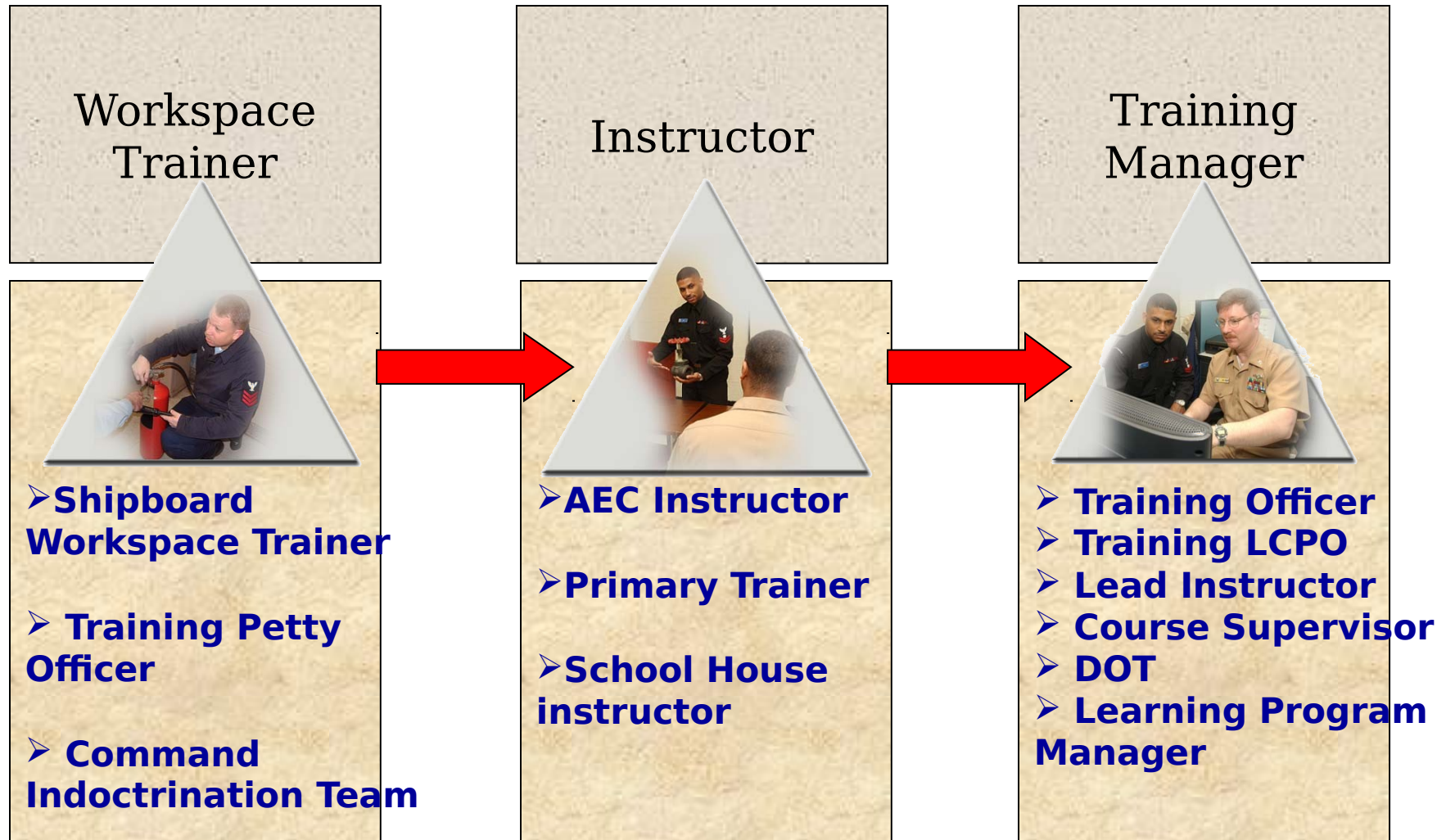
Way Ahead - Leadership

- Establish team (STC, CPD, CNL) to ensure alignment during future curriculum development process

- Continue identifying developmental opportunities to fulfill Leadership requirements with consideration given to safety concepts

- Continue to incorporate naval policies, regulations, and procedures within Leadership Development Programs

Instructional Delivery Continuum (IDC)

Workspace Trainer

➢ **Shipboard Workspace Trainer**

➢ **Training Petty Officer**

➢ **Command Indoctrination Team**

Instructor

➢ **AEC Instructor**

➢ **Primary Trainer**

➢ **School House instructor**

Training Manager

➢ **Training Officer**
➢ **Training LCPO**
➢ **Lead Instructor**
➢ **Course Supervisor**
➢ **DOT**
➢ **Learning Program Manager**

Instructional Delivery Competencies

Professional Foundations

-Communicate effectively

-Update & improve one's knowledge & skills

-Comply with established ethical and legal standards

-Establish and maintain

Planning & Preparation

-Plan instructional methods & materials

Assessment & Evaluation

-Assess learning & performance
-Evaluate instructional effectiveness

Instructional Methods & Strategies

-Stimulate & sustain learner motivation & engagement

-Demonstrate effective presentation skills

-Demonstrate effective facilitation skills

-Demonstrate effective questioning skills

-Provide clarification & feedback

-Promote retention of knowledge & skills

-Promote transfer of knowledge & skills

-Use media & technology to enhance

Management

-Manage an environment that fosters learning and performance

-Manage the instructional process through the appropriate use of

Workspace Trainer (WST)

Task: Prepare safety procedural training

      Subtask: Ensure safety precautions are adhered to

      Subtask: Research safety directives and applicable mishap reports

      Subtask: Review safety precautions with students

Task: Confirm required arrangements for site of instruction

      Subtask: Fulfill equipment, personnel safety, and security

      requirements during all phases of a lesson

Task: Direct drill scenarios

      Subtask: Observe drill

      Subtask: Perform a safety walk-through

Formal Instructor

Task: Utilize lesson plan while instructing class

Subtask: Adhere to equipment and personnel safety requirements

Task: Follow safety precautions in accordance with applicable directives

Subtask: Review safety precautions with students

Task: Ensure safe completion of assigned tasks

Subtask: Monitor safety in class environment

Task: Recognize safety hazards

Subtask: Inspect classroom to provide a safe class environment

Task: Counsel students on personal and professional issues

Subtask: Recognize student trouble areas

Training Manager

Task: Manage curriculum projects

Subtask: Assess compliance with approved training procedures

Task: Execute training policies and procedures

Subtask: Adhere to equipment, personnel safety and security

requirements

Subtask: Ensure adequacy of training facilities

Subtask: Establish training modification processes and procedures

Subtask: Implement new and existing procedures to meet program

objectives

Safety Integration

Workspace Trainer:

- – Stressed in Program's computer-based training
- – Embedded in 3 WST Activities
- – Embedded in 5 locations on the WST evaluation form

Formal Instructor (JIT):

- – Stressed in Course's computer-based training
- – Embedded in JIT Course Activities
- – Embedded on the JIT course Stand-up evaluation forms: both stand-up and facilitation
- – Course Resources contain the *Safety Review Checklist* provided by the Safety Center

Safety Integration

- Based on the CNETINST 1500.20 series
- Master Training Specialist:
  - High-risk courses
  - Drop on request
  - Training Time Out
  - Pre-Mishap Plan

MTS Benefits

- Designed to train those who are/will be training leaders
- Specifically, MTS designees do the following:
  - Coach/Mentor fleet Apprentice Trainers in the new fleet Workspace Trainer Program
  - Serve as Training Managers (e.g. Learning Sites, Centers, NPDC, Training Officers)
- Impact: Estimate 2000-2500 personnel per year are designated MTS.   Each MTS designee coaches more than a dozen trainees each year

Proposed New MTS Implementation Date: MAY 06

IDC Safety Enhancements

- **Task**: Devise method and determine content of safety training for the IDC targeting 19-22 yr old sailors

- **Who to train?**
  - "A" School instructors.
  - Fleet Primary Trainers (mentors) for Apprentice Trainers in the WST Program

- **What to train?**
  - Train content common to both STC and learning strategy in the Instructional Delivery Continuum

- **When/Where/How to train?** Create mentoring module that includes Safety Training for MTS.   MTS provides a vehicle for:
    - Supporting a culture that values safety
    - Leadership support
    - Standardization

Way Ahead - IDC

- Determine Safety information appropriate to BOTH Safety Training Continuum (STC) and Instructional Delivery Continuum (IDC)
- Determine redundancies between current JIT and 2 day Application and Integration ORM course
- Evaluate applicability of integrating ORM and JIT courses (or portions there-of)
- Review and select existing Safety Materials for MTS that may include:
  - OPNAVINST 3500.39B
  - Self-assessment tools
  - Articles / Briefs
- Assist NAVSAFCEN with designing metrics to assess effects of the Safety/RM portions of the IDC

Questions